

Financial Results for Q2

Fiscal Year Ending March 31, 2026

October 29, 2025
NEC Corporation
(<https://www.nec.com/en/global/ir/>)

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* Net profit refers to net profit attributable to owners of the parent for the same period.

Key Takeaways for Financial Results for 1H, FY26/3

**Domestic IT and ANS (Aerospace / Defense) performed strongly,
driving significant Non-GAAP OP growth**

Revenue 15,698 bil yen
<YoY> +5.6%

Non-GAAP OP 127.5 bil yen
<YoY> +62.6 bil yen



FY26/3 forecasts revised to reflect recent performance

Non-GAAP OP 320 bil yen → 340 bil yen

I. Financial Results for Q2, FY26/3

Summary of Financial Results for 1H, FY26/3

(Billions of Yen)	Q1		Q2		1H				
	FY25/3 Results	FY26/3 Results	YoY	FY25/3 Results	FY26/3 Results	YoY	FY25/3 Results	FY26/3 Results	YoY
Revenue	690.3	715.7	+3.7%	+796.4	+854.1	+7.2%	+1,486.7	+1,569.8	+5.6%
Adjusted Operating Profit	12.7	41.7	+29.0	+48.3	+89.9	+41.6	+61.0	+131.6	+70.6
% of revenue	1.8%	5.8%	+4.0%	6.1%	10.5%	+4.5%	4.1%	8.4%	+4.3%
Non-GAAP Operating Profit	+16.3	+40.0	+23.7	+48.6	+87.5	+38.9	+64.8	+127.5	+62.7
% of revenue	2.4%	5.6%	+3.2%	6.1%	10.2%	+4.1%	4.4%	8.1%	+3.8%
Non-GAAP Net Profit	+10.5	+22.3	+11.8	+26.9	+56.3	+29.4	+37.4	+78.6	+41.2
% of revenue	1.5%	3.1%	+1.6%	3.4%	6.6%	+3.2%	2.5%	5.0%	+2.5%
Non-GAAP EPS (yen) *	8	17	+9	20	42	+22	28	59	+31
EBITDA **	46.3	69.9	23.6	79.2	120.1	40.9	+125.5	+190.9	+65.4
% of revenue	6.7%	9.8%	+3.1%	9.9%	14.1%	+4.1%	8.4%	12.2%	+3.7%
Note :	USD/JPY	153.15	146.16		146.33		153.66	146.25	
Average Exchange Rates (Yen)	EUR/JPY	165.45	162.02		169.94		166.52	165.98	
Dividend per Share (Yen) *								14	16
									+2

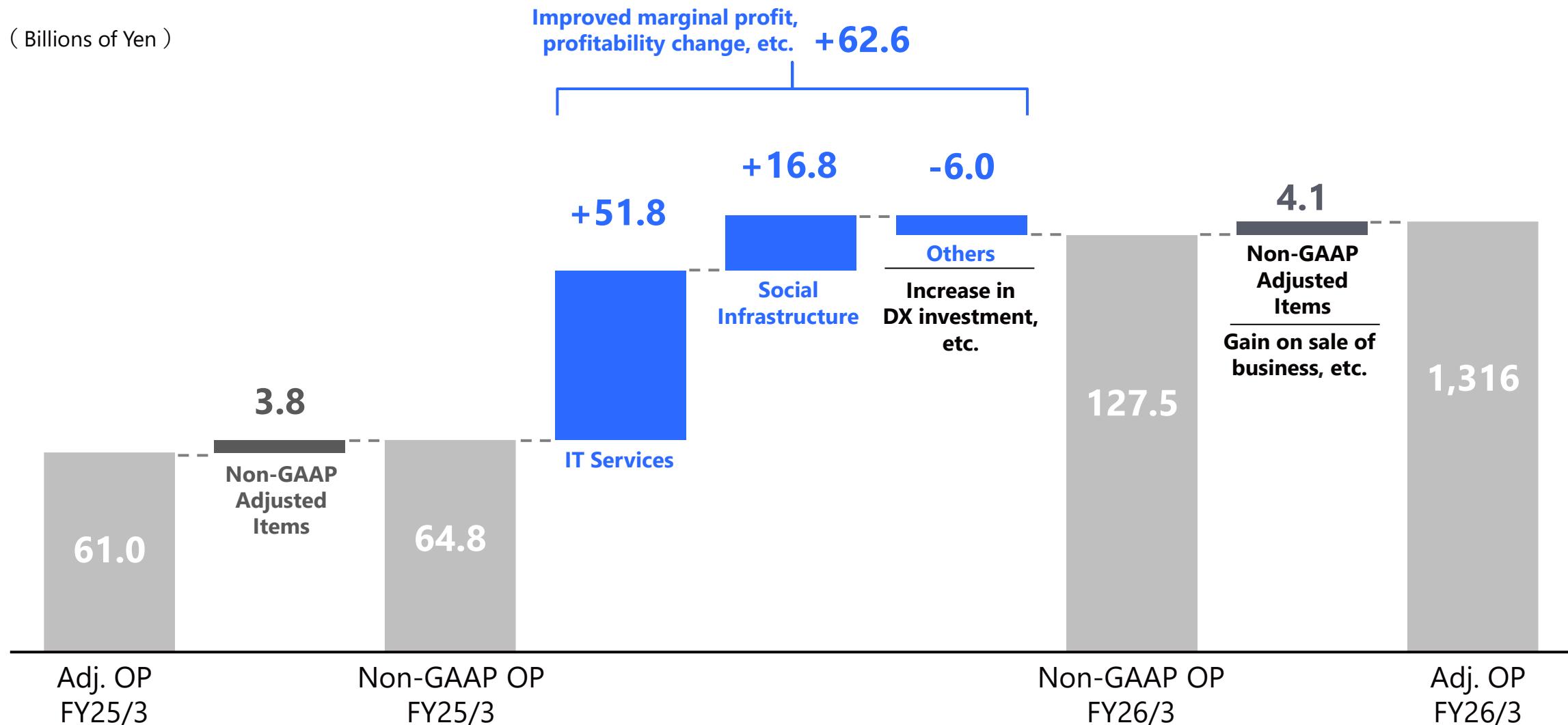
* Non-GAAP EPS have been calculated assuming that the share split had occurred at the beginning of FY25/3.

** EBITDA = Gross Profit – SG&A + Depreciation and amortization

*** Non-GAAP adjustment items are shown on pages 19 and 20

YoY Change in Adjusted/Non-GAAP Operating Profit

(Billions of Yen)



Financial Results for 1H, FY26/3 (By Segment)

Revenue and Adj. OP increased in both IT Services and Social Infrastructure

(Billions of Yen)	Q1			Q2			1H			
	FY25/3 Results	FY26/3 Results	YoY	FY25/3 Results	FY26/3 Results	YoY	FY25/3 Results	FY26/3 Results	YoY	
IT Services	Revenue	501.8	514.7	+2.6%	578.2	593.6	+2.7%	1,080.1	1,108.3	+2.6%
	Adj. OP	11.6	36.7	+25.0	44.6	78.9	+34.3	56.2	115.6	+59.3
	% of revenue	2.3%	7.1%	+4.8%	7.7%	13.3%	+5.6%	5.2%	10.4%	+5.2%
Social Infrastructure	Revenue	157.6	172.8	+9.6%	192.6	230.2	+19.5%	350.2	403.0	+15.1%
	Adj. OP	1.5	9.8	+8.3	10.3	18.8	+8.5	11.8	28.6	+16.8
	% of revenue	1.0%	5.7%	+4.7%	5.3%	8.2%	+2.8%	3.4%	7.1%	+3.7%
Others	Revenue	30.8	28.2	-8.7%	25.5	30.3	+18.7%	56.4	58.5	+3.8%
	Adj. OP	1.2	-0.5	-1.7	-1.1	-2.4	-1.3	0.2	-2.9	-3.0
	% of revenue	3.9%	-1.7%	-5.6%	-4.1%	-7.8%	-3.7%	0.3%	-4.9%	-5.2%
Adjustments	Adj. OP	-1.7	-4.3	-2.6	-5.5	-5.5	+0.0	-7.2	-9.7	-2.6
Total	Revenue	690.3	715.7	+3.7%	796.4	854.1	+7.3%	1,486.7	1,569.8	+5.6%
	Adj. OP	12.7	41.7	+29.0	48.3	89.9	+41.6	61.0	131.6	+70.6
	% of revenue	1.8%	5.8%	+4.0%	6.1%	10.5%	+4.5%	4.1%	8.4%	+4.3%

IT Services

Domestic:

- Revenue increase led by the Public business (Revenue increased by 9% excluding one-off factors)
- Significant Adj. OP increase due to profitability enhancement measures such as BluStellar

International (DGDF): * Digital Government / Digital Finance

- OP increased due to improved profitability in Avaloq and the elimination of last year's one-off expenses

(Billions of Yen)	Q1			Q2			1H			
	FY25/3 Results	FY26/3 Results	YoY	FY25/3 Results	FY26/3 Results	YoY	FY25/3 Results	FY26/3 Results	YoY	
Domestic IT	Revenue	422.7	439.3	+3.9%	500.3	514.7	+2.9%	923.0	954.0	+3.4%
	Adj. OP	7.5	30.1	+22.6	41.4	70.8	+29.4	49.0	100.9	+52.0
	% of revenue	1.8%	6.9%	+5.1%	8.3%	13.8%	+5.5%	5.3%	10.6%	+5.3%
International (DGDF)*	Revenue	79.1	75.4	-4.7%	78.0	78.9	+1.2%	157.1	154.2	-1.8%
	Adj. OP	4.1	6.5	+2.4	3.2	8.1	+4.9	7.3	14.6	+7.3
	% of revenue	5.2%	8.7%	+3.5%	4.1%	10.2%	+6.2%	4.6%	9.5%	+4.8%
IT Services	Revenue	501.8	514.7	+2.6%	578.2	593.6	+2.7%	1,080.1	1,108.3	+2.6%
	Adj. OP	11.6	36.7	+25.0	44.6	78.9	+34.3	56.2	115.6	+59.3
	% of revenue	2.3%	7.1%	+4.8%	7.7%	13.3%	+5.6%	5.2%	10.4%	+5.2%

* Breakdown figures in each segment are for reference only

Domestic IT Services

- BluStellar expanded faster than expected and improved profitability
- Profitability in the base business improved, although revenue declined mainly due to the transfer of the sales functions for business PCs

(Billions of Yen)	Q1			Q2			1H			
	FY25/3 Results	FY26/3 Results	YoY	FY25/3 Results	FY26/3 Results	YoY	FY25/3 Results	FY26/3 Results	YoY	
Domestic IT	Revenue	422.7	439.3	+3.9%	500.3	514.7	+2.9%	923.0	954.0	+3.4%
	Adj. OP	7.5	30.1	+22.6	41.4	70.8	+29.4	49.0	100.9	+52.0
	% of Revenue	1.8%	6.9%	+5.1%	8.3%	13.8%	+5.5%	5.3%	10.6%	+5.3%
BluStellar	Revenue	109.2	124.9	+14.4%	131.2	163.1	+24.3%	240.4	288.0	+19.8%
	Adj. OP	9.8	13.9	+4.1	3.7	25.7	+22.0	13.5	39.6	+26.1
	% of Revenue	8.9%	11.1%	+2.1%	2.8%	15.8%	+13.0%	5.6%	13.7%	+8.1%
Base Business	Revenue	313.5	314.4	+0.3%	369.1	351.6	-4.7%	682.6	666.0	-2.4%
	Adj. OP	-2.2	16.3	+18.5	37.7	45.1	+7.3	35.5	61.3	+25.8
	% of Revenue	-0.7%	5.2%	+5.9%	10.2%	12.8%	+2.6%	5.2%	9.2%	+4.0%
Ratio of BluStellar Revenue		26%	28%		26%	32%		26%	30%	

Domestic IT Services Booking Status (YoY)

Public remained strong; Enterprise expects increased bookings in 2H

	Q1 FY25/3	Q2 FY25/3	Q3 FY25/3	Q4 FY25/3	Q1 FY26/3	Q2 FY26/3	Notes
Domestic IT Services	+12%	+19%	+8%	+4%	-3%	-5%	
Public	+26%	+44%	+38%	-3%	+7%	-1%	Same level as Q2 FY25/3 due to the acquisition of central government contracts
Enterprise	+3%	+2%	-10%	+7%	-11%	-11%	Decreased due to a transition period in bookings
Finance	-6%	-10%	-22%	+5%	-7%	-3%	
Manufacturing	+14%	+12%	+14%	+3%	-2%	+1%	
Retail / Services	+10%	+15%	-9%	+6%	-19%	-21%	
Subsidiaries, etc.	+7%	+12%	±0%	+5%	-7%	-5%	Same level as Q2 FY25/3, excluding the impact of the transfer of the sales functions for business PCs
Abeam Consulting	+19%	+14%	+10%	+12%	+14%	+13%	

* Figures for FY25/3 are for reference only

Social Infrastructure

Telecom Services: Adj. OP increased due to development cost reductions

ANS*: Both revenue and Adj. OP significantly increased due to large-scale projects in Aerospace/Defense, despite one-off expenses in submarine systems

(Billions of Yen)	Q1			Q2			1H			
	FY25/3 Results	FY26/3 Results	YoY	FY25/3 Results	FY26/3 Results	YoY	FY25/3 Results	FY26/3 Results	YoY	
Telecom Services	Revenue	84.6	84.2	-0.4%	98.1	92.6	-5.7%	182.7	176.8	-3.2%
	Adj. OP	0.9	6.8	+5.9	5.4	8.4	+3.0	6.3	15.2	+8.9
	% of revenue	1.1%	8.0%	+7.0%	5.5%	9.1%	+3.6%	3.5%	8.6%	+5.1%
Aerospace/ Defense	Revenue	55.6	73.5	+32.2%	73.2	122.1	+66.7%	128.8	195.5	+51.8%
	Adj. OP	2.9	4.5	+1.6	5.7	18.7	+13.0	8.6	23.2	+14.6
	% of revenue	5.2%	6.1%	+0.9%	7.8%	15.3%	+7.5%	6.7%	11.9%	+5.2%
ANS	Revenue	73.1	88.6	+21.3%	94.5	137.6	+45.7%	167.5	226.2	+35.0%
	Adj. OP	0.6	3.0	+2.4	4.8	10.4	+5.5	5.4	13.4	+7.9
	% of revenue	0.8%	3.4%	+2.6%	5.1%	7.5%	+2.4%	3.3%	5.9%	+2.7%
Social Infrastructure	Revenue	157.6	172.8	+9.6%	192.6	230.2	+19.5%	350.2	403.0	+15.1%
	Adj. OP	1.5	9.8	+8.3	10.3	18.8	+8.5	11.8	28.6	+16.8
	% of revenue	1.0%	5.7%	+4.7%	5.3%	8.2%	+2.8%	3.4%	7.1%	+3.7%

* Figures for FY25/3 are for your reference only

II. Financial Forecasts for FY26/3

FY26/3 Financial Forecasts

(Billions of Yen)	FY24/3 Results	FY25/3 Results	FY26/3 Previous Forecasts	Changes	FY26/3 Forecasts as of Oct. 29
Revenue	3,477.3	3,423.4	3,360.0	+60.0	3,420.0
Adjusted Operating Profit	223.6	287.2	310.0	+20.0	330.0
% of Revenue	6.4%	8.4%	9.2%		9.6%
Non-GAAP Operating Profit	227.6	311.3	320.0	+20.0	340.0
% of Revenue	6.5%	9.1%	9.5%		9.9%
Non-GAAP Net Profit	177.8	225.7	230.0	+15.0	245.0
% of Revenue	5.1%	6.6%	6.8%		7.2%
EBITDA *	379.5	441.6	445.0	+20.0	465.0
% of Revenue	10.9%	12.9%	13.2%		13.6%
ROIC	5.0%	6.6%	7.3%	+0.5%	7.8%
Free Cash Flow	195.2	213.2	290.0	±0.0	290.0
Dividend per Share (Yen)**	24	28	32	±0	32

* EBITDA = Gross Profit – SG&A + Depreciation and amortization

** Dividend per share have been calculated assuming that the share split had occurred at the beginning of FY24/3.

Financial Forecast (By Segment)

Forecasts for IT Services revised upward due to steady progress

(Billions of Yen)		FY24/3 Results	FY25/3 Results	FY26/3 Previous Forecasts	Changes	FY26/3 Forecasts as of Oct. 29
IT Services	Revenue	2,267.8	2,459.8	2,340.0	+60.0	2,400.0
	Adjusted Operating Profit	185.7	251.8	301.0	+20.0	321.0
	% of revenue	8.2%	10.2%	12.9%		13.4%
Social Infrastructure	Revenue	812.8	832.1	885.0	±0.0	885.0
	Adjusted Operating Profit	32.9	60.5	69.0	±0.0	69.0
	% of revenue	4.0%	7.3%	7.8%		7.8%
Others	Revenue	396.7	131.5	135.0	±0.0	135.0
	Adjusted Operating Profit	23.9	-3.0	-8.0	±0.0	-8.0
	% of revenue	6.0%	-2.3%	-5.9%		-5.9%
Adjustments	Adjusted Operating Profit	-18.9	-22.1	-52.0	±0.0	-52.0
Total	Revenue	3,477.3	3,423.4	3,360.0	+60.0	3,420.0
	Adjusted Operating Profit	223.6	287.2	310.0	+20.0	330.0
	% of revenue	6.4%	8.4%	9.2%		9.6%

11/13 Thu

NEC IR Day 2025

TIME	PROGRAM	SPEAKER
9:00 - 9:05	Opening Remarks	Osamu Fujikawa, Corporate Executive Vice President and CFO
9:10 - 10:25	BluStellar	Toshifumi Yoshizaki, Corporate Senior Executive Vice President and CDO Norihiro Kimura, Corporate Executive Vice President (Executive Officer), and President of the Digital Platform Services Business Unit Takahiro Yamada, President and CEO, ABeam Consulting Ltd.
10:35 - 11:35	National Security	Masakazu Yamashina, Corporate Senior Executive Vice President and Co-COO Hiroyuki Nagano, Corporate Executive Vice President (Executive Officer), and President of the Aerospace and National Security Business Unit

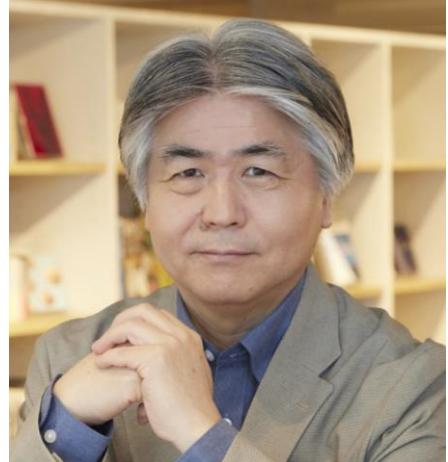
Presentation of a Strategic Overview of NEC's R&D and Creation of New Business
Showcasing the Latest Technologies

NEC Innovation Day 2025



Corporate Executive Vice
President and CTO

**Motoo
Nishihara**



Corporate Senior Vice President
Managing Director
AI Technology Service Business Division

**Akio
Yamada**

Wednesday, Dec. 3rd
@NEC Tamagawa Plant

9:30 - 11:30 For Capital Market
10:30 - 12:30 For Media and IT Analysts

NEC

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III. Financial Results and Forecasts (Appendix)

Non-GAAP Operating Profit Adjustment Items

(Billions of Yen)		Q1			Q2			1H		
		FY25/3 Results	FY26/3 Results	YoY	FY25/3 Results	FY26/3 Results	YoY	FY25/3 Results	FY26/3 Results	YoY
Adjusted Operating Profit		4.5	35.4	+30.8	40.2	83.2	+43.0	44.7	118.6	+73.9
Adjusted Items	M&A Related Amortization of Intangible Assets	8.1	6.3	- 1.8	8.2	6.7	- 1.5	16.3	13.0	- 3.3
	M&A Related Expenses	-	0.0	+0.0	0.0	-	- 0.0	0.0	0.0	±0.0
Adjusted Operating Profit		12.7	41.7	+29.0	48.3	89.9	+41.5	61.0	131.6	+70.6
Adjusted Items	Structural Reform Expenses and Impairment Losses	3.4	-	- 3.4	-0.0	1.6	+1.6	3.4	1.6	- 1.8
	Stock Compensation	0.2	0.5	+0.2	0.2	0.6	+0.3	0.5	1.0	+0.6
	Other One-time Profits/Losses (Gain/Loss on sale of land, businesses, etc.)	-	-2.2	- 2.2	0.0	-4.5	- 4.5	0.0	-6.7	- 6.7
Non-GAAP Operating Profit		16.3	40.0	+23.7	48.6	87.5	+38.9	64.8	127.5	+62.6

Non-GAAP Net Profit Adjustment Items

(Billions of Yen)	Q1			Q2			1H			
	FY25/3 Results	FY26/3 Results	YoY	FY25/3 Results	FY26/3 Results	YoY	FY25/3 Results	FY26/3 Results	YoY	
Net Profit	-5.8	19.3	+25.1	19.3	53.5	+34.2	13.5	72.8	+59.4	
Adjusted Items	M&A Related Amortization of Intangible Assets and M&A Related Expenses	5.9	4.2	- 1.7	5.9	4.4	- 1.5	11.8	8.6	- 3.2
	Structural Reform Expenses and Impairment Losses	2.5	-	- 2.5	-0.7	1.1	+1.8	1.8	1.1	- 0.7
	Stock Compensation	0.2	0.3	+0.2	0.1	0.4	+0.2	0.3	0.7	+0.4
	Other One-time Profits/Losses (Gain/Loss on sale of land, businesses, etc.)	7.9	-1.5	- 9.4	2.2	-3.1	- 5.4	10.1	-4.7	- 14.8
	Non-GAAP Net Profit	10.5	22.3	+11.8	26.9	56.3	+29.4	37.4	78.6	+41.1

Financial Position Data

(Billions of Yen)	As of March 31, 2025	As of Sept. 30, 2025	Change from March 31, 2025
Total Assets	4,315.4	3,988.9	- 326.5
Total Equity	2,071.5	2,050.9	- 20.6
Interest-bearing Debt	666.4	525.5	- 140.9
Equity Attributable to Owners of the Parent	1,952.0	1,971.4	+19.3
% of Equity Attributable to Owners of the Parent	45.2%	49.4%	+4.2pt
D/E Ratio (times)	0.34	0.27	+0.07pt
Net D/E Ratio (times)	0.04	0.04	±0pt
Cash and Cash Equivalents	584.6	454.1	- 130.5

	FY25/3 Results	FY26/3 Results	YoY
Cash Flows from Operating Activities	58.7	177.4	+118.7
Cash Flows from Investing Activities	-52.9	-3.2	+49.7
Free Cash Flows	5.8	174.2	+168.4

IV. Historical Data (Appendix)

Revenue Breakdown

(Billions of Yen)	FY24/3 Results					FY25/3 Results					FY26/3 Results	
	Q1	1H	Q3	2H	Full Year	Q1	1H	Q3	2H	Full Year	Q1	1H
Public	105.3	254.3	143.6	388.5	642.9	109.5	261.6	158.4	449.4	711.1	128.7	304.9
Enterprise	132.1	269.6	140.7	305.3	574.9	143.8	294.6	145.4	306.3	600.9	141.4	286.2
Subsidiaries, etc.	156.2	336.2	185.6	412.4	748.6	169.4	366.8	204.1	457.1	823.9	169.2	362.9
Domestic	393.6	860.2	469.9	1,106.2	1,966.3	422.7	923.0	507.9	1,212.8	2,135.8	439.3	954.0
International (DGDF)	65.5	137.6	78.2	163.8	301.5	79.1	157.1	78.8	166.9	324.0	75.4	154.2
IT Services	459.1	997.8	548.1	1,270.0	2,267.8	501.8	1,080.1	586.7	1,379.7	2,459.8	514.7	1,108.3
Telecom Services	94.0	199.3	101.2	240.6	439.9	84.6	182.7	101.1	229.1	411.8	84.2	176.8
ANS	66.6	162.0	89.2	210.9	372.9	73.1	167.5	113.4	252.8	420.3	88.6	226.2
Social Infrastructure	160.7	361.3	190.4	451.5	812.8	157.6	350.2	214.5	481.9	832.1	172.8	403.0
Others	86.8	189.7	105.9	207.0	396.7	30.8	56.4	34.0	75.2	131.5	28.2	58.5
Total	706.5	1,548.8	844.5	1,928.5	3,477.3	690.3	1,486.7	835.1	1,936.8	3,423.4	715.7	1,569.8

Adjusted OP Breakdown

(Billions of Yen)

		FY24/3 Results					FY25/3 Results					FY26/3 Results	
		Q1	1H	Q3	2H	Full Year	Q1	1H	Q3	2H	Full Year	Q1	1H
Domestic	Adjusted Operating Profit	6.6	40.2	40.6	126.5	166.7	7.5	49.0	58.6	183.5	232.5	30.1	100.9
	% of revenue	1.7%	4.7%	8.6%	11.4%	8.5%	1.8%	5.3%	11.5%	15.1%	10.9%	6.9%	10.6%
International (DGDF)	Adjusted Operating Profit	1.0	4.6	3.7	14.3	18.9	4.1	7.3	4.1	12.0	19.3	6.5	14.6
	% of revenue	1.5%	3.4%	4.7%	8.7%	6.3%	5.2%	4.6%	5.2%	7.2%	6.0%	8.7%	9.5%
IT Services	Adjusted Operating Profit	7.6	44.9	44.3	140.8	185.7	11.6	56.2	62.7	195.6	251.8	36.7	115.6
	% of revenue	1.7%	4.5%	8.1%	11.1%	8.2%	2.3%	5.2%	10.7%	14.2%	10.2%	7.1%	10.4%
Telecom Services	Adjusted Operating Profit	-9.4	-10.9	-2.8	12.9	2.0	0.9	6.3	28.1	44.2	50.6	6.8	15.2
	% of revenue	-10.0%	-5.4%	-2.7%	5.4%	0.5%	1.1%	3.5%	27.8%	19.3%	12.3%	8.0%	8.6%
ANS	Adjusted Operating Profit	1.4	11.8	7.4	19.0	30.8	0.6	5.4	-0.6	4.4	9.9	3.0	13.4
	% of revenue	2.1%	7.3%	8.3%	9.0%	8.3%	0.8%	3.3%	-0.5%	1.8%	2.4%	3.4%	5.9%
Social Infrastructure	Adjusted Operating Profit	-8.0	1.0	4.7	31.9	32.9	1.5	11.8	27.6	48.7	60.5	9.8	28.6
	% of revenue	-5.0%	0.3%	2.5%	7.1%	4.0%	1.0%	3.4%	12.8%	10.1%	7.3%	5.7%	7.1%
Others	Adjusted Operating Profit	2.5	8.0	7.1	15.9	23.9	1.2	0.2	-0.2	-3.1	-3.0	-0.5	-2.9
	% of revenue	2.9%	4.2%	6.7%	7.7%	6.0%	3.9%	0.3%	-0.7%	-4.2%	-2.3%	-1.7%	-4.9%
Adjustments	Adjusted Operating Profit	-1.7	-8.1	-4.9	-10.8	-18.9	-1.7	-7.2	-0.7	-15.0	-22.1	-4.3	-9.7
Total	Adjusted Operating Profit	0.5	45.8	51.2	177.7	223.6	12.7	61.0	89.2	226.1	287.2	41.7	131.6
	% of revenue	0.1%	3.0%	6.1%	9.2%	6.4%	1.8%	4.1%	10.7%	11.7%	8.4%	5.8%	8.4%

Cautionary Statement with Respect to Forward-Looking Statements

This material contains forward-looking statements regarding estimations, forecasts, targets and plans in relation to the results of operations, financial conditions and other overall management of the NEC Group (the "forward-looking statements"). The forward-looking statements are made based on information currently available to the Company and certain assumptions considered reasonable as of the date of this material. These determinations and assumptions are inherently subjective and uncertain. These forward-looking statements are not guarantees of future performance, and actual operating results may differ substantially due to a number of factors.

The factors that may influence the operating results include, but are not limited to, the following:

- occurrence of quality and safety problems concerning products and services;
- risks related to cybersecurity;
- difficulty attracting, hiring and retaining skilled personnel;
- failure to appropriately respond to human rights issues in the value chain, including employees;
- occurrence of serious misconduct such as bribery, fraudulent accounting, and violations of personal data protection laws and regulations;
- impact of climate change, natural disasters, and environmental issues;
- adverse changes in foreign currency exchange rates or interest rates, and other economic conditions;
- difficulty achieving acquisitions and business alliances;
- political and social environment in countries and regions in which the NEC Group operates;
- impact of technological innovation and risks related to Intellectual Property Rights;
- natural disasters, pandemics and other hazard risks; and
- occurrence of compliance issues related to violations of competition laws and export control laws.

The forward-looking statements contained in this material are based on information that the Company possesses as of the date hereof. New risks and uncertainties come up from time to time, and it is impossible for the Company to predict these events or how they may affect the NEC Group. The Company does not intend to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

Note: In this presentation, the accounting periods of the fiscal years for March 31, 2024, 2025, and 2026 were referred as FY24/3, FY25/3, and FY26/3, respectively. Any other fiscal years would be referred similarly.